

DIGEST

APPROVAL: ☐
SIGNATURE: ☐
INFORMATION: ☐

From: G-WT

To: G-C
Thru: (1) G-W
(2) G-CCS
(3) G-CV

RE: LEADERSHIP ADVISORY COUNCIL MEETING 25-27 MARCH 2003

1. The Commandant's Leadership Advisory Council (LAC) met at the CG Academy 25-27 March 2003. Attached, please find the LAC's report and associated documents.

2. The LAC respectfully submits recommendations that fall into three broad categories. First, it is respectfully requested that the Commandant review and approve the proposed updated charter (Enclosure (1)). The primary differences between the current charter (Enclosure (3)) and the proposed charter are a reduction in the number of members, and a focus more on leadership development and less on leadership in general. The second category of recommendations relate to the LAC prioritization of LCMA P-01 (Enclosure (2)). The LCMA P-01 recommendations do not require approval; rather, the LAC simply wants to provide input to the Commandant. The P-01 prioritized list includes recommendations that expand the scope of several items (for example, recommending that 100% of O2/O3 personnel attend LAMS...this is an extension of P01.d which targets 100% E-5 completion of LAMS). Finally, the LAC recommends the general notion of holding commands accountable for the leadership development of assigned personnel. As with the P-01 recommendations, the LAC is forwarding this recommendation for Commandant review, and does not expect approval or disapproval per se.

3. The LAC respectfully requests approval of the proposed charter (Enclosure (1)).

Approve _____ Disapprove _____

Date _____

Enclosures: (1) Proposed LAC Charter
(2) LAC Prioritized List (P-01)
(3) Current LAC Charter
(4) List of LAC Attendees

SIGNER'S COMMENTS

Commandant's Leadership Advisory Council Meeting Report 25-27 March 2003

RADM Papp, the chairperson to the Commandant's Leadership Advisory Council (LAC), led a three-day meeting 25-27 March 2003 at the Coast Guard Academy. The LAC was charged with reviewing the Council's charter and membership composition. Additionally, the group was directed to prioritize the Leadership Council Management Agenda item P-01 and to assess appropriate interventions while balancing competing demands. Briefings were presented from TRACEN Cape May, the LDC, and Mr. Don Phillips. The LAC developed the following recommendations.

Charter:

The LAC respectfully requests that the Commandant approve the proposed charter (Enclosure (1)). The charter was revised to streamline membership and to affirm its role as an advisory board. The board's goal is to advise the Commandant on the most effective leadership development and training which will ultimately lead to the delivery of the most effective leaders Coast Guard-wide.

Membership

To increase the probability of effective and efficient membership, two classes of members are assigned: standing members and members who are selected at large. The LAC respectfully requests that the Commandant approve the proposed membership, totaling 15 members (currently 29 members are assigned to the group (24 regular members, 5 adjunct)). If the new charter is approved, G-WT will convene a selection panel per the new charter to determine the composition of the membership for the next meeting of the LAC in SEP 03.

Prioritization of the LCMA:

The LCMA item P-01 was prioritized to increase leadership training for specified leadership levels, and is provided as Enclosure (2) for consideration by the Commandant.

New Initiatives:

The common theme that emerged during group discussion was the need to develop and promote accountability of unit leadership development programs. Specifically, unit commanders must ensure their personnel are provided grassroots (command level) opportunities for leadership and professional growth (e.g., leadership training, encouraging IDP use, mentoring, and various other interventions that will help personnel learn and grow).

Commandant's Leadership Advisory Council Charter

Draft Draft Draft Draft

Vision

The Coast Guard will develop the finest leaders in the world to carry the organization into the future.

Mission

As the field conscience, the Leadership Advisory Council (LAC) shall advise the Commandant on the most effective leadership development and training processes across the workforce. The Council shall seek input from across the Coast Guard to:

- Review and assess leadership practices
- Identify best practices
- Propose ~~and~~ recommend leadership initiatives

+ advocate

Membership

Standing members:

- *G-WTL - Chairperson*
- G-WTL
- MCPOCG
- MCPO Reserve Force
- LDC Director
- A TRACEN CO, rotated every two years

Nominated members (10):

An ALCOAST is released annually soliciting applications to the council. The selection board, convened by G-WTL, shall consists of the current leadership award winners including Whifferspoon, McShan, Jarvis, ~~Monroe~~, and Enlisted Person of the Year. Suitable replacements will be selected for award winners who are unable to participate in the selection process. The selection board will consider the following diversity elements:

- Gender, ethnicity, and youth *6*
- Rank and rate (O5 and below, ~~E5~~ and below, 80 % enlisted / 20% officer)
- Auxiliary, Civilian, Reserve, Active Duty
- Community (afloat, ashore, aviation, marine safety, equal opportunity, etc.)

minimum + max 4 yrs
Membership requires a two-year commitment; ~~no~~ substitutes can be designated.

Attendance at semi-annual meetings is essential.

Outcomes

2 guests at discretion of the chair.
The Council shall provide a final draft report by the end of the meeting and smooth copy to Commandant within 30 days. The draft shall include:

- Executive summary
- Responses to Commandant direction
- Prioritized LAC recommendations
- List of attending members
- Supporting documentation */ etc*

Alcoast - solicitation + reporting

Enclosure (1)

Prioritization and Recommendation for the Leadership Council Management Agenda People (P-01) Items

The follow-up on the recommendations will include such issues as needed resources, programs and emerging technologies to ensure an optimum return on the investment. A rationale is provided on the following page.

Discussion: The Leadership Advisory Council has reviewed and prioritized the desired end state – executable segments of the P-01 items in the Leadership Council's Management Agenda (LCMA) as related to the Commandant's Direction. The following are our top priorities for Leadership training:

1. (P-01 d.) In addition to setting the goal for 100% of E-5 personnel to attend LAMS training, respectfully recommend the following cohorts attend LAMS:
 - a. 100% GS 9-11 (civilian)
 - b. 100% Flotilla Commanders(FC)/Vice FCs (Auxiliary) (LAMs / AUXLAMs)
 - c. 100% O-2 /O-3 (officer)
2. (P-01 r.) Set goal of 100% CPO Academy attendance with one-year of promotion to E-7.
3. Related to 1 and 2 above, require successful completion of LAMs as a prerequisite for advancement to E-7.
4. (P-01 c. & e.) Increase the number of Senior Leadership Principles and Skills (SLPS) quotas for mid-grade officers/equivalent civilians (currently, 56 quotas are offered annually). Additionally, change the course curriculum by adding aspects from the proposed command and staff curriculum, e.g., budget and strategic planning.
 - a. 100% O-3/O-4
 - b. 100% GS 13-15
 - c. 100% District Rear Commodore/Division Captain (CG / AUX version)
5. (P-01 h.) Set goal and work toward the successful completion of CWO Professional Develop for all CWO2s. Establish policy requiring successful completion of CWOPD in order to be considered for advancement to CWO3.
6. (P-01 f.) Expand workforce access to ALL leadership training using a hybrid delivery system, including format and instruction.
 - a. Develop alternatives (CD ROM, web based, self study) for communities that cannot attend classroom training.
 - b. Explore alternative systems from other services.
 - c. Provide funding for training of Auxiliarists and Reservists to qualify as leadership instructors for LAMs, SLPS and other courses where applicable.

Rationale: The Coast Guard's current rate of growth is arguably the swiftest in recent history. One consequence of our accelerated organizational growth is the hastened promotion of junior leaders. This phenomenon, often referred to as "juniority", creates both short-term and long-term challenges. Specifically, personnel with inadequate leadership experience and training who are put in leadership roles often perform at levels lower than expected. Equally troubling, such leaders can negatively impact direct reports and subordinates. The short-term effects associated with juniority include degradation of organizational effectiveness, poor morale, and increased separation rates. Long-term effects include increased costs for training and recruitment. Following is an illustration of how poor leadership affects retention.

- X The results of the Organizational Assessment Survey (OAS), and member interviews by Mr. Donald Phillips, indicate that 70-75% of separating Coast Guard members cite a poor relationship with their immediate supervisor as the main reason for service separation. Contemporary studies support this notion and suggest that 70-80% of employees who tender their resignation do so because of poor leadership at the first line supervisor level. It is critical, therefore, to emphasize the development of Coast Guard first line supervisors. In order to strengthen our leadership diversity, provide a firm foundation and long-term organizational sustainability, and to increase the probability of strategic organizational success, the LAC believes that all members and employees (especially senior management) must embrace a clear leadership continuum. Such a cradle to grave leadership program would provide the opportunity for purposeful and just-in-time leadership training to everyone within the organization. The LAC believes the priorities listed above would be the best investment for continued organizational prosperity.

Current

LEADERSHIP ADVISORY COUNCIL
CHARTER

Purpose: The Leadership Advisory Council (LAC) is established to provide advice, coordination, and review concerning leadership development, specifically:

- Serve as an advocate for Leadership Development Programs (LDP);
- Provide unfiltered feedback to senior leadership concerning leadership issues;
- Act as a conduit to communicate leadership development initiatives to all members of Team Coast Guard;
- Serve as a voice for Coast Guard people on leadership issues and programs;
- Evaluate and provide feedback on LDP initiatives;
- Highlight systemic concerns which impact leadership programs and leader development and, in turn, recommend systemic changes;
- Provide advice and recommendations to the Commandant, the Director of Reserve and Training (G-WT), and the LDP manager (G-WTL).
- Undertake all other related activities as directed by the Council Chair.

Membership: The Director of Reserve and Training will chair the Leadership Advisory Council. The Council will consist of the following members:

- Master Chief Petty Officer of the Coast Guard
- Director, Leadership Development Center
- Chairman, Headquarters Civilian Advisory Board
- CO, TRACEN Cape May
- G-WTL
- G-WPC
- Reserve Force Master Chief
- The current year's winner of the Witherspoon Leadership Award
- 15 members of Team Coast Guard selected from a broad cross section of the Service. These members will reflect rank / grade, workforce, accession source and work experience diversity in order to maximize the breadth of the group's experience. These members will normally be appointed for a term of two years.

Enclosure (3)

Ad hoc members may be appointed to the Council and committees formed at the discretion of the Chair as necessary.

Implementing instructions and clarifying guidance will be published as appropriate to solicit membership and disseminate the responsibilities of the council.

Meetings: The LAC will meet annually, or at the direction of the Chair. A report will be provided to the Commandant at the conclusion of each meeting.

Logistics: The Chief of the Leadership and Professional Development Division (G-WTL-2) will provide logistical support, coordinate agenda, promulgate minutes, and arrange other necessary administrative support. The Director of Reserve and Training will fund travel and logistics expenses.

J. M. LOY

List of Attendees
LAC Meeting 25-27 March 2003
 (6 members were absent)

<u>NAME</u>	<u>ORGANIZATION</u>
Benton, David Mr.	COMDT (G-WTL)
Bradbury, Jack Mr. (CGAUX)	GRU Astoria
Elliott, James E. LCDR	D7
Giles, William CMC (for MCPOCG Welch)	LANTAREA
Henderson, Lynn CDR	MSO Chicago
Ingraham, George MCPO	COMDT (G-WT)(RESFORCE)
Marshall, Kevin CAPT	LDC
McGowan, John R. LTjg	COMDT (G-CI)
Miranda, Mark J. PSC (RES)	D13
Papp, Robert RADM	COMDT (G-WT)
Sadler, Brian ET2	TRACEN Petaluma
Shaw, Eric J. CAPT	LDC
Urgola, Carol COMO (CGAUX)	Station Rochester
Ward, Mary C. CWO	GANTSEC
Whitlock, Chris E. CWO	CGPC
Wisniewski, Douglas CAPT	TRACEN Cape May
Wood, Frank S. Mr.	COMDT (G-CPP)
Zurakowski, Gregory C. CDR (RES)	GRU Detroit